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OCTOBER 1983

SALARY AND BENEFIT SURVEY
for
Lodging Industry Management Positions

Results of a survey conducted early in 1983 by the American Hotel & Motel Association with the assistance of:

Peat, Marwick, Mitchell & Co.
Certified Public Accountants
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New York, New York 10022

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AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management

Positions

October 1983

AMERICAN HOTEL & MOTEL ASSOCIATION

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AMERICAN HOTEL & MOTEL ASSOCIATION

Salary and Benefit Survey Report

Lodging Industry Management

INTRODUCTION

This is the eleventh report of the American Hotel & Motel Association, prepared with the assistance of Peat, Marwick, Mitchell & Co., on hotel and motel management position salaries paid throughout the nation. The survey was conducted in mid-1983 and was made possible by the cooperation of the managements of the companies participating.

We recognize that the results contained in this report represent only a sample of the total picture of salaries paid throughout our nation. However, the data, reasonably interpreted, can be a valuable tool in the kit of hotel and motel management techniques. (Please see the section on "Background" for data on sample used.)

AH&MA intends to continue its surveys and studies of salaries, expanding and further refining them in the future. Increased participation will enhance the value of these efforts to all users.

BACKGROUND

This survey is based on information contained in the confidential returns of major companies. The survey contains only chain-affiliated units, but provides a substantial sample of properties.

Survey data was divided into hotel-related positions and restaurant-related positions. Jobs associated with the hotel were separated according to unit size, while restaurant-related positions were separated according to food and beverage revenue level. The categories are described below.

HOTEL-RELATED POSITIONS

Positions	Room Categories
General Manager	0 - 99
Resident Manager	100 - 199
Front Office Manager	200 - 299
Reservations Manager	300 - 499
Controller	500 - 799
Assistant Controller	800 - 999
Executive Housekeeper	Over 1,000
Chief Engineer	
Director of Sales/Marketing	
Security Director	
Personnel Director	

RESTAURANT-RELATED POSITIONS

Positions	Food and Beverage Revenue Categories
Director - Food and Beverage	0 - $ 499,999
Assistant Director - Food and Beverage	$ 500,000 - $ 999,999
Executive Chef	$1,000,000 - $2,999,999
Restaurant Manager	$3,000,000 - $4,999,999
Purchasing Director	$5,000,000 - $6,999,999
	$7,000,000 - $9,999,999
	Over $10,000,000

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: GENERAL MANAGER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	2	20421	20105	20421	20736
	BONUS (BONUS ELIGIBLE)	2	1090	418	1090	1762
	TOTAL COMP. (BONUS ELIGIBLE)	2	21511	21154	21511	21867
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	2	21511	21154	21511	21867
	TARGET BONUS PERCENT	0	0	0	0	0
100-199	BASE SALARY (BONUS ELIGIBLE)	20	27393	19968	26364	31000
	BONUS (BONUS ELIGIBLE)	18	1162	0	0	2366
	TOTAL COMP. (BONUS ELIGIBLE)	19	28977	21580	27248	33000
	TOTAL COMP. (NON BONUS ELIGIBLE)	16	20632	10244	12454	28500
	TOTAL COMP. (NON BONUS AND BONUS)	35	25162	12740	25480	33000
	TARGET BONUS PERCENT	13	15	14	14	14
200-299	BASE SALARY (BONUS ELIGIBLE)	13	39369	32500	39750	44500
	BONUS (BONUS ELIGIBLE)	11	6063	2783	6090	7728
	TOTAL COMP. (BONUS ELIGIBLE)	11	45227	40060	45000	47478
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	39715	29460	36200	42400
	TOTAL COMP. (NON BONUS AND BONUS)	15	43757	36173	42400	47478
	TARGET BONUS PERCENT	8	22	23	23	23
300-499	BASE SALARY (BONUS ELIGIBLE)	24	47318	39500	43500	51233
	BONUS (BONUS ELIGIBLE)	23	5265	2500	5976	7098
	TOTAL COMP. (BONUS ELIGIBLE)	23	50779	40000	48134	59701
	TOTAL COMP. (NON BONUS ELIGIBLE)	3	47667	41000	42000	42000
	TOTAL COMP. (NON BONUS AND BONUS)	26	50420	41000	47650	60000
	TARGET BONUS PERCENT	19	25	23	23	23
500-799	BASE SALARY (BONUS ELIGIBLE)	25	53860	43800	53100	58440
	BONUS (BONUS ELIGIBLE)	25	7604	4356	8040	9800
	TOTAL COMP. (BONUS ELIGIBLE)	25	63260	52200	63000	72782
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	25	63260	52200	63000	72782
	TARGET BONUS PERCENT	17	23	23	23	23
800-999	BASE SALARY (BONUS ELIGIBLE)	4	52625	50000	52425	54850
	BONUS (BONUS ELIGIBLE)	4	11131	8140	10692	12600
	TOTAL COMP. (BONUS ELIGIBLE)	4	63756	62600	63712	64433
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	4	63756	62600	63712	64433
	TARGET BONUS PERCENT	3	23	23	23	23
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	16	62344	51100	63020	70000
	BONUS (BONUS ELIGIBLE)	16	8844	5710	8740	11069
	TOTAL COMP. (BONUS ELIGIBLE)	16	71189	56833	72660	81358
	TOTAL COMP. (NON BONUS ELIGIBLE)	1	46000	46000	46000	46000
	TOTAL COMP. (NON BONUS AND BONUS)	17	69707	56240	73039	81358
	TARGET BONUS PERCENT	12	23	23	23	23

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: RESIDENT MANAGER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
100-199	BASE SALARY (BONUS ELIGIBLE)	1	25000	25000	25000	25000
	BONUS (BONUS ELIGIBLE)	1	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	1	25000	25000	25000	25000
	TOTAL COMP. (NON BONUS ELIGIBLE)	5	21100	12000	19500	20800
	TOTAL COMP. (NON BONUS AND BONUS)	6	21750	15200	20150	25000
	TARGET BONUS PERCENT	1	8	8	8	8
200-299	BASE SALARY (BONUS ELIGIBLE)	4	28375	24000	29750	30000
	BONUS (BONUS ELIGIBLE)	2	1050	600	1050	1500
	TOTAL COMP. (BONUS ELIGIBLE)	2	31050	30600	31050	31500
	TOTAL COMP. (NON BONUS ELIGIBLE)	2	20400	15000	20400	25800
	TOTAL COMP. (NON BONUS AND BONUS)	4	25725	15000	28200	30600
	TARGET BONUS PERCENT	1	10	10	10	10
300-499	BASE SALARY (BONUS ELIGIBLE)	1	35000	35000	35000	35000
	BONUS (BONUS ELIGIBLE)	1	2500	2500	2500	2500
	TOTAL COMP. (BONUS ELIGIBLE)	1	37500	37500	37500	37500
	TOTAL COMP. (NON BONUS ELIGIBLE)	3	31000	30000	31000	31000
	TOTAL COMP. (NON BONUS AND BONUS)	4	32625	30000	31500	32000
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	2	29906	28000	29906	31812
	BONUS (BONUS ELIGIBLE)	2	1250	0	1250	2500
	TOTAL COMP. (BONUS ELIGIBLE)	2	31156	28000	31156	34312
	TOTAL COMP. (NON BONUS ELIGIBLE)	3	40833	37500	42000	42000
	TOTAL COMP. (NON BONUS AND BONUS)	5	36962	28000	37500	42000
	TARGET BONUS PERCENT	2	9	8	9	10
800-999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	3	35607	32100	36720	36720
	TOTAL COMP. (NON BONUS AND BONUS)	3	35607	32100	36720	36720
	TARGET BONUS PERCENT	0	0	0	0	0
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	12	40146	35000	41365	42500
	TOTAL COMP. (NON BONUS AND BONUS)	12	40146	35000	41365	42500
	TARGET BONUS PERCENT	0	0	0	0	0

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SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: FRONT OFFICE MANAGER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	1	19000	19000	19000	19000
	BONUS (BONUS ELIGIBLE)	1	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	1	19000	19000	19000	19000
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	1	19000	19000	19000	19000
	TARGET BONUS PERCENT	1	8	8	8	8
100-199	BASE SALARY (BONUS ELIGIBLE)	7	13430	10800	13520	16000
	BONUS (BONUS ELIGIBLE)	6	765	0	515	1580
	TOTAL COMP. (BONUS ELIGIBLE)	6	14483	10800	15410	17580
	TOTAL COMP. (NON BONUS ELIGIBLE)	12	14314	11500	14910	16000
	TOTAL COMP. (NON BONUS AND BONUS)	18	14370	11500	14910	16800
	TARGET BONUS PERCENT	1	15	15	15	15
200-299	BASE SALARY (BONUS ELIGIBLE)	8	20213	16000	20400	21500
	BONUS (BONUS ELIGIBLE)	5	868	0	939	1100
	TOTAL COMP. (BONUS ELIGIBLE)	5	21568	16000	20800	23939
	TOTAL COMP. (NON BONUS ELIGIBLE)	15	16825	14000	16500	20000
	TOTAL COMP. (NON BONUS AND BONUS)	20	18011	15000	17788	20000
	TARGET BONUS PERCENT	1	25	25	25	25
300-499	BASE SALARY (BONUS ELIGIBLE)	14	19648	18000	19250	21000
	BONUS (BONUS ELIGIBLE)	14	1453	837	1270	1960
	TOTAL COMP. (BONUS ELIGIBLE)	14	21101	19490	20795	21560
	TOTAL COMP. (NON BONUS ELIGIBLE)	24	20169	18000	20000	22500
	TOTAL COMP. (NON BONUS AND BONUS)	38	20512	19480	20715	22000
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	12	23971	21500	23519	24000
	BONUS (BONUS ELIGIBLE)	12	1129	400	820	1500
	TOTAL COMP. (BONUS ELIGIBLE)	12	25105	21920	24889	25840
	TOTAL COMP. (NON BONUS ELIGIBLE)	15	23347	22000	22500	24000
	TOTAL COMP. (NON BONUS AND BONUS)	27	24128	22000	23436	25500
	TARGET BONUS PERCENT	1	10	10	10	10
800-999	BASE SALARY (BONUS ELIGIBLE)	2	25000	22000	25000	28000
	BONUS (BONUS ELIGIBLE)	2	2520	840	2520	4200
	TOTAL COMP. (BONUS ELIGIBLE)	2	27520	22840	27520	32200
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	22967	21000	23184	23368
	TOTAL COMP. (NON BONUS AND BONUS)	6	24485	22840	23184	24500
	TARGET BONUS PERCENT	0	0	0	0	0
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	5	24550	21600	24150	27000
	BONUS (BONUS ELIGIBLE)	5	1485	693	1158	1676
	TOTAL COMP. (BONUS ELIGIBLE)	5	26035	23693	26026	28000
	TOTAL COMP. (NON BONUS ELIGIBLE)	16	26793	24000	27000	28500
	TOTAL COMP. (NON BONUS AND BONUS)	21	26612	24000	27000	28158
	TARGET BONUS PERCENT	0	0	0	0	0

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SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: RESERVATIONS MANAGER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
100-199	BASE SALARY (BONUS ELIGIBLE)	2	13130	13000	13130	13260
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	7	11356	9500	12000	12000
	TOTAL COMP. (NON BONUS AND BONUS)	7	11356	9500	12000	12000
	TARGET BONUS PERCENT	0	0	0	0	0
200-299	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	7	13480	9400	12500	16140
	TOTAL COMP. (NON BONUS AND BONUS)	7	13480	9400	12500	16140
	TARGET BONUS PERCENT	0	0	0	0	0
300-499	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	16	15180	12688	15050	16080
	TOTAL COMP. (NON BONUS AND BONUS)	16	15180	12688	15050	16080
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	11	16786	14300	16000	18000
	TOTAL COMP. (NON BONUS AND BONUS)	11	16786	14300	16000	18000
	TARGET BONUS PERCENT	0	0	0	0	0
800-999	BASE SALARY (BONUS ELIGIBLE)	1	18000	18000	18000	18000
	BONUS (BONUS ELIGIBLE)	1	675	675	675	675
	TOTAL COMP. (BONUS ELIGIBLE)	1	18675	18675	18675	18675
	TOTAL COMP. (NON BONUS ELIGIBLE)	2	15250	15000	15250	15500
	TOTAL COMP. (NON BONUS AND BONUS)	3	16392	15000	15500	15500
	TARGET BONUS PERCENT	1	10	10	10	10
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	9	18464	16500	18000	19000
	TOTAL COMP. (NON BONUS AND BONUS)	9	18464	16500	18000	19000
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: CONTROLLER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	1	20000	20000	20000	20000
	BONUS (BONUS ELIGIBLE)	1	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	1	20000	20000	20000	20000
	TOTAL COMP. (NON BONUS ELIGIBLE)	1	20500	20500	20500	20500
	TOTAL COMP. (NON BONUS AND BONUS)	2	20250	20000	20250	20500
	TARGET BONUS PERCENT	1	8	8	8	8
100-199	BASE SALARY (BONUS ELIGIBLE)	5	22704	11520	28000	29000
	BONUS (BONUS ELIGIBLE)	5	1512	0	1120	2590
	TOTAL COMP. (BONUS ELIGIBLE)	5	24216	11520	29120	32850
	TOTAL COMP. (NON BONUS ELIGIBLE)	9	22787	18000	22800	27000
	TOTAL COMP. (NON BONUS AND BONUS)	14	23297	18000	23900	29500
	TARGET BONUS PERCENT	1	15	15	15	15
200-299	BASE SALARY (BONUS ELIGIBLE)	6	30050	27000	29500	35000
	BONUS (BONUS ELIGIBLE)	3	1973	1320	2200	2200
	TOTAL COMP. (BONUS ELIGIBLE)	4	31055	24000	31800	32700
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	29664	25800	30500	32000
	TOTAL COMP. (NON BONUS AND BONUS)	18	29973	25800	30700	32700
	TARGET BONUS PERCENT	0	0	0	0	0
300-499	BASE SALARY (BONUS ELIGIBLE)	12	31908	28000	32650	35000
	BONUS (BONUS ELIGIBLE)	12	2303	0	2820	3000
	TOTAL COMP. (BONUS ELIGIBLE)	12	34212	29500	34300	37680
	TOTAL COMP. (NON BONUS ELIGIBLE)	24	32851	30200	32000	34500
	TOTAL COMP. (NON BONUS AND BONUS)	36	33304	30200	32840	35560
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	9	37810	33000	39000	39600
	BONUS (BONUS ELIGIBLE)	9	1019	0	1120	1500
	TOTAL COMP. (BONUS ELIGIBLE)	9	38829	34120	40150	40300
	TOTAL COMP. (NON BONUS ELIGIBLE)	17	37183	31500	37080	42492
	TOTAL COMP. (NON BONUS AND BONUS)	26	37753	33000	38526	41000
	TARGET BONUS PERCENT	2	9	8	9	10
800-999	BASE SALARY (BONUS ELIGIBLE)	2	38000	37000	38000	39000
	BONUS (BONUS ELIGIBLE)	2	5975	5700	5975	6250
	TOTAL COMP. (BONUS ELIGIBLE)	2	43975	42700	43975	45250
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	36750	32500	37000	39000
	TOTAL COMP. (NON BONUS AND BONUS)	6	39158	35000	39750	42700
	TARGET BONUS PERCENT	1	10	10	10	10
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	2	39500	36000	39500	43000
	BONUS (BONUS ELIGIBLE)	2	2605	990	2605	4220
	TOTAL COMP. (BONUS ELIGIBLE)	2	42105	40220	42105	43990
	TOTAL COMP. (NON BONUS ELIGIBLE)	13	48800	39200	47000	54000
	TOTAL COMP. (NON BONUS AND BONUS)	15	47907	40220	45000	53000
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: ASSISTANT CONTROLLER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
100-199	BASE SALARY (BONUS ELIGIBLE)	1	13260	13260	13260	13260
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	6	15974	13000	16500	17000
	TOTAL COMP. (NON BONUS AND BONUS)	6	15974	13000	16500	17000
	TARGET BONUS PERCENT	0	0	0	0	0
200-299	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	10	17787	16000	17008	19000
	TOTAL COMP. (NON BONUS AND BONUS)	10	17787	16000	17008	19000
	TARGET BONUS PERCENT	0	0	0	0	0
300-499	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	30	21088	19500	20425	22500
	TOTAL COMP. (NON BONUS AND BONUS)	30	21088	19500	20425	22500
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	18	23744	21300	23740	25000
	TOTAL COMP. (NON BONUS AND BONUS)	18	23744	21300	23740	25000
	TARGET BONUS PERCENT	0	0	0	0	0
800-999	BASE SALARY (BONUS ELIGIBLE)	1	32400	32400	32400	32400
	BONUS (BONUS ELIGIBLE)	1	4500	4500	4500	4500
	TOTAL COMP. (BONUS ELIGIBLE)	1	36900	36900	36900	36900
	TOTAL COMP. (NON BONUS ELIGIBLE)	5	25090	22000	24000	27700
	TOTAL COMP. (NON BONUS AND BONUS)	6	27058	23750	25850	28000
	TARGET BONUS PERCENT	1	10	10	10	10
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	16	28129	25300	27015	28600
	TOTAL COMP. (NON BONUS AND BONUS)	16	28129	25300	27015	28600
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: EXECUTIVE HOUSEKEEPER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	1	19000	19000	19000	19000
	BONUS (BONUS ELIGIBLE)	1	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	1	19000	19000	19000	19000
	TOTAL COMP. (NON BONUS ELIGIBLE)	2	10935	9947	10935	11923
	TOTAL COMP. (NON BONUS AND BONUS)	3	13623	9947	11923	11923
	TARGET BONUS PERCENT	1	8	8	8	8
100-199	BASE SALARY (BONUS ELIGIBLE)	8	15860	10800	16663	17940
	BONUS (BONUS ELIGIBLE)	6	907	0	530	1980
	TOTAL COMP. (BONUS ELIGIBLE)	6	16867	10800	17193	21200
	TOTAL COMP. (NON BONUS ELIGIBLE)	16	13432	10500	12438	14400
	TOTAL COMP. (NON BONUS AND BONUS)	22	14369	10800	12838	17556
	TARGET BONUS PERCENT	1	15	15	15	15
200-299	BASE SALARY (BONUS ELIGIBLE)	7	18271	16000	18000	19000
	BONUS (BONUS ELIGIBLE)	5	1224	440	1200	1340
	TOTAL COMP. (BONUS ELIGIBLE)	5	18376	17340	17760	18440
	TOTAL COMP. (NON BONUS ELIGIBLE)	16	18252	15000	18000	19440
	TOTAL COMP. (NON BONUS AND BONUS)	21	18281	17000	18000	19440
	TARGET BONUS PERCENT	1	25	25	25	25
300-499	BASE SALARY (BONUS ELIGIBLE)	13	21353	19170	20174	23112
	BONUS (BONUS ELIGIBLE)	13	1707	700	1500	2750
	TOTAL COMP. (BONUS ELIGIBLE)	13	23061	20724	21514	24046
	TOTAL COMP. (NON BONUS ELIGIBLE)	26	23015	20000	22300	25800
	TOTAL COMP. (NON BONUS AND BONUS)	39	23030	20100	22000	25500
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	9	26656	21600	23000	31360
	BONUS (BONUS ELIGIBLE)	9	1592	0	1155	2093
	TOTAL COMP. (BONUS ELIGIBLE)	9	28026	21900	24093	32515
	TOTAL COMP. (NON BONUS ELIGIBLE)	15	23131	21000	23208	24000
	TOTAL COMP. (NON BONUS AND BONUS)	24	24966	21598	23949	25000
	TARGET BONUS PERCENT	1	10	10	10	10
800-999	BASE SALARY (BONUS ELIGIBLE)	2	25500	23000	25500	28000
	BONUS (BONUS ELIGIBLE)	2	1670	840	1670	2500
	TOTAL COMP. (BONUS ELIGIBLE)	2	27170	25500	27170	28840
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	23577	19620	21844	23000
	TOTAL COMP. (NON BONUS AND BONUS)	6	24775	20687	24250	28840
	TARGET BONUS PERCENT	0	0	0	0	0
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	5	34827	29500	32775	38500
	BONUS (BONUS ELIGIBLE)	5	1848	1155	1740	2590
	TOTAL COMP. (BONUS ELIGIBLE)	5	36675	31240	33950	39655
	TOTAL COMP. (NON BONUS ELIGIBLE)	17	29941	25800	28500	32700
	TOTAL COMP. (NON BONUS AND BONUS)	22	31471	27000	31620	35000
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: CHIEF ENGINEER **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	2	23000	22000	23000	24000
	TOTAL COMP. (NON BONUS AND BONUS)	2	23000	22000	23000	24000
	TARGET BONUS PERCENT	0	0	0	0	0
100-199	BASE SALARY (BONUS ELIGIBLE)	6	20221	16200	20180	22880
	BONUS (BONUS ELIGIBLE)	4	1375	0	1425	1850
	TOTAL COMP. (BONUS ELIGIBLE)	4	22477	16200	22005	24810
	TOTAL COMP. (NON BONUS ELIGIBLE)	11	19381	16000	19760	21050
	TOTAL COMP. (NON BONUS AND BONUS)	15	20207	16200	19760	24000
	TARGET BONUS PERCENT	0	0	0	0	0
200-299	BASE SALARY (BONUS ELIGIBLE)	3	21333	18000	22000	22000
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	24416	19000	24900	28081
	TOTAL COMP. (NON BONUS AND BONUS)	14	24416	19000	24900	28081
	TARGET BONUS PERCENT	0	0	0	0	0
300-499	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	24	29591	25000	29900	32000
	TOTAL COMP. (NON BONUS AND BONUS)	24	29591	25000	29900	32000
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	12	35740	30000	35578	40942
	BONUS (BONUS ELIGIBLE)	12	1903	980	1560	2510
	TOTAL COMP. (BONUS ELIGIBLE)	12	37393	32000	37279	42042
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	34674	30492	34722	39200
	TOTAL COMP. (NON BONUS AND BONUS)	26	35929	32000	34722	41292
	TARGET BONUS PERCENT	3	9	8	10	10
800-999	BASE SALARY (BONUS ELIGIBLE)	2	38000	35000	38000	41000
	BONUS (BONUS ELIGIBLE)	2	3500	2000	3500	5000
	TOTAL COMP. (BONUS ELIGIBLE)	2	41500	37000	41500	46000
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	35971	29464	37500	38500
	TOTAL COMP. (NON BONUS AND BONUS)	6	37814	36500	37750	39420
	TARGET BONUS PERCENT	0	0	0	0	0
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	5	38992	32000	35000	45460
	BONUS (BONUS ELIGIBLE)	5	1912	1320	1920	2500
	TOTAL COMP. (BONUS ELIGIBLE)	5	40904	33820	37500	47960
	TOTAL COMP. (NON BONUS ELIGIBLE)	15	41051	40000	41650	42600
	TOTAL COMP. (NON BONUS AND BONUS)	20	41014	37500	41575	42600
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: DIRECTOR OF SALES/MARKETING **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	2	25500	21000	25500	30000
	BONUS (BONUS ELIGIBLE)	2	600	0	600	1200
	TOTAL COMP. (BONUS ELIGIBLE)	2	26100	22200	26100	30000
	TOTAL COMP. (NON BONUS ELIGIBLE)	1	8168	8168	8168	8168
	TOTAL COMP. (NON BONUS AND BONUS)	3	20123	8168	22200	22200
	TARGET BONUS PERCENT	1	8	8	8	8
100-199	BASE SALARY (BONUS ELIGIBLE)	7	20014	15600	18000	20800
	BONUS (BONUS ELIGIBLE)	4	196	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	5	22437	15600	20800	24784
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	17631	13000	16000	23200
	TOTAL COMP. (NON BONUS AND BONUS)	19	18896	14400	17000	23200
	TARGET BONUS PERCENT	0	0	0	0	0
200-299	BASE SALARY (BONUS ELIGIBLE)	10	24130	19000	23180	30000
	BONUS (BONUS ELIGIBLE)	7	2695	1239	2500	2500
	TOTAL COMP. (BONUS ELIGIBLE)	7	27401	21000	24703	32500
	TOTAL COMP. (NON BONUS ELIGIBLE)	11	26656	24000	26000	27000
	TOTAL COMP. (NON BONUS AND BONUS)	18	26946	23500	25750	30000
	TARGET BONUS PERCENT	2	15	8	15	23
300-499	BASE SALARY (BONUS ELIGIBLE)	13	31804	28000	32256	35000
	BONUS (BONUS ELIGIBLE)	13	2221	784	2245	2590
	TOTAL COMP. (BONUS ELIGIBLE)	13	34024	29018	35000	37440
	TOTAL COMP. (NON BONUS ELIGIBLE)	21	30913	24600	29150	35000
	TOTAL COMP. (NON BONUS AND BONUS)	34	32103	27000	31180	37256
	TARGET BONUS PERCENT	1	30	30	30	30
500-799	BASE SALARY (BONUS ELIGIBLE)	2	36450	35100	36450	37799
	BONUS (BONUS ELIGIBLE)	2	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	2	36450	35100	36450	37799
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	33187	29500	32000	35000
	TOTAL COMP. (NON BONUS AND BONUS)	16	33595	29500	33498	35100
	TARGET BONUS PERCENT	0	0	0	0	0
800-999	BASE SALARY (BONUS ELIGIBLE)	1	65000	65000	65000	65000
	BONUS (BONUS ELIGIBLE)	1	15000	15000	15000	15000
	TOTAL COMP. (BONUS ELIGIBLE)	1	80000	80000	80000	80000
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	34750	28000	36000	38000
	TOTAL COMP. (NON BONUS AND BONUS)	5	43800	28000	38000	39000
	TARGET BONUS PERCENT	1	10	10	10	10
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	16	39603	36000	40000	44000
	TOTAL COMP. (NON BONUS AND BONUS)	16	39603	36000	40000	44000
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: SECURITY DIRECTOR **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
100-199	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	6	16823	15300	17769	19000
	TOTAL COMP. (NON BONUS AND BONUS)	6	16823	15300	17769	19000
	TARGET BONUS PERCENT	0	0	0	0	0
200-299	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	17604	12584	17750	20000
	TOTAL COMP. (NON BONUS AND BONUS)	4	17604	12584	17750	20000
	TARGET BONUS PERCENT	0	0	0	0	0
300-499	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	19	17792	15450	17041	19500
	TOTAL COMP. (NON BONUS AND BONUS)	19	17792	15450	17041	19500
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	2	33011	32508	33011	33514
	BONUS (BONUS ELIGIBLE)	2	2000	1400	2000	2600
	TOTAL COMP. (BONUS ELIGIBLE)	2	35011	34914	35011	35108
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	21194	19260	20740	23100
	TOTAL COMP. (NON BONUS AND BONUS)	16	22922	19260	21600	24640
	TARGET BONUS PERCENT	2	9	8	9	10
800-999	BASE SALARY (BONUS ELIGIBLE)	1	31500	31500	31500	31500
	BONUS (BONUS ELIGIBLE)	1	3500	3500	3500	3500
	TOTAL COMP. (BONUS ELIGIBLE)	1	35000	35000	35000	35000
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	23225	21500	23510	24020
	TOTAL COMP. (NON BONUS AND BONUS)	5	25580	21500	24020	24380
	TARGET BONUS PERCENT	1	10	10	10	10
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	18	28915	25000	27625	30800
	TOTAL COMP. (NON BONUS AND BONUS)	18	28915	25000	27625	30800
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: PERSONEL DIRECTOR **********

NUMBER OF ROOMS	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-99	BASE SALARY (BONUS ELIGIBLE)	1	23000	23000	23000	23000
	BONUS (BONUS ELIGIBLE)	1	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	1	23000	23000	23000	23000
	TOTAL COMP. (NON BONUS ELIGIBLE)	2	25500	19000	25500	32000
	TOTAL COMP. (NON BONUS AND BONUS)	3	24667	19000	23000	23000
	TARGET BONUS PERCENT	1	8	8	8	8
100-199	BASE SALARY (BONUS ELIGIBLE)	2	18250	18000	18250	18500
	BONUS (BONUS ELIGIBLE)	2	580	420	580	740
	TOTAL COMP. (BONUS ELIGIBLE)	2	18830	18740	18830	18920
	TOTAL COMP. (NON BONUS ELIGIBLE)	2	16368	16044	16368	16692
	TOTAL COMP. (NON BONUS AND BONUS)	4	17599	16044	17716	18740
	TARGET BONUS PERCENT	0	0	0	0	0
200-299	BASE SALARY (BONUS ELIGIBLE)	4	20500	17000	20000	21000
	BONUS (BONUS ELIGIBLE)	4	1361	502	1370	1501
	TOTAL COMP. (BONUS ELIGIBLE)	4	21860	17500	21720	22239
	TOTAL COMP. (NON BONUS ELIGIBLE)	9	18082	14800	16000	20000
	TOTAL COMP. (NON BONUS AND BONUS)	13	19245	14840	18100	22239
	TARGET BONUS PERCENT	0	0	0	0	0
300-499	BASE SALARY (BONUS ELIGIBLE)	13	21631	19000	20000	23000
	BONUS (BONUS ELIGIBLE)	13	2178	980	2100	2750
	TOTAL COMP. (BONUS ELIGIBLE)	13	23809	20703	21964	25750
	TOTAL COMP. (NON BONUS ELIGIBLE)	18	20585	18700	19850	22000
	TOTAL COMP. (NON BONUS AND BONUS)	31	21937	19000	20980	24000
	TARGET BONUS PERCENT	0	0	0	0	0
500-799	BASE SALARY (BONUS ELIGIBLE)	12	26967	22680	26250	30800
	BONUS (BONUS ELIGIBLE)	12	1343	700	1350	1720
	TOTAL COMP. (BONUS ELIGIBLE)	12	28310	23880	27519	32340
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	24348	21000	24450	26000
	TOTAL COMP. (NON BONUS AND BONUS)	26	26177	21000	25360	28900
	TARGET BONUS PERCENT	2	9	8	9	10
800-999	BASE SALARY (BONUS ELIGIBLE)	3	27133	26000	26400	26400
	BONUS (BONUS ELIGIBLE)	3	2583	2200	2550	2550
	TOTAL COMP. (BONUS ELIGIBLE)	3	29717	28200	29400	29400
	TOTAL COMP. (NON BONUS ELIGIBLE)	3	26167	21000	27500	27500
	TOTAL COMP. (NON BONUS AND BONUS)	6	27942	27500	28800	30000
	TARGET BONUS PERCENT	1	10	10	10	10
OVER 1000	BASE SALARY (BONUS ELIGIBLE)	3	31917	29000	30450	30450
	BONUS (BONUS ELIGIBLE)	3	2599	2037	2800	2800
	TOTAL COMP. (BONUS ELIGIBLE)	3	34516	31037	33250	33250
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	29389	25640	28000	33000
	TOTAL COMP. (NON BONUS AND BONUS)	17	30294	25640	30000	33250
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: DIRECTOR-FOOD AND BEVERAGE **********

FOOD AND BEVERAGE REVENUE	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-$499,999	BASE SALARY (BONUS ELIGIBLE)	1	8256	8256	8256	8256
	BONUS (BONUS ELIGIBLE)	1	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	1	8256	8256	8256	8256
	TOTAL COMP. (NON BONUS ELIGIBLE)	1	23000	23000	23000	23000
	TOTAL COMP. (NON BONUS AND BONUS)	2	15628	8256	15628	23000
	TARGET BONUS PERCENT	1	15	15	15	15
$500,000-$999,999	BASE SALARY (BONUS ELIGIBLE)	2	23250	22500	23250	24000
	BONUS (BONUS ELIGIBLE)	1	703	703	703	703
	TOTAL COMP. (BONUS ELIGIBLE)	1	24703	24703	24703	24703
	TOTAL COMP. (NON BONUS ELIGIBLE)	5	22880	18000	21600	25000
	TOTAL COMP. (NON BONUS AND BONUS)	6	23184	20000	23152	25000
	TARGET BONUS PERCENT	0	0	0	0	0
$1,000,000-$2,999,999	BASE SALARY (BONUS ELIGIBLE)	8	29850	20000	29500	35000
	BONUS (BONUS ELIGIBLE)	6	1698	600	1195	2200
	TOTAL COMP. (BONUS ELIGIBLE)	6	29832	20780	28805	40000
	TOTAL COMP. (NON BONUS ELIGIBLE)	22	28744	23000	27750	35000
	TOTAL COMP. (NON BONUS AND BONUS)	28	28977	22000	27750	35000
	TARGET BONUS PERCENT	1	14	14	14	14
$3,000,000-$4,999,999	BASE SALARY (BONUS ELIGIBLE)	10	31198	27000	31000	32500
	BONUS (BONUS ELIGIBLE)	10	1986	500	1327	3360
	TOTAL COMP. (BONUS ELIGIBLE)	10	33184	29143	32240	35860
	TOTAL COMP. (NON BONUS ELIGIBLE)	13	34485	29000	32000	39000
	TOTAL COMP. (NON BONUS AND BONUS)	23	33919	29143	32000	36000
	TARGET BONUS PERCENT	0	0	0	0	0
$5,000,000-$6,999,999	BASE SALARY (BONUS ELIGIBLE)	4	36150	28000	36270	37629
	BONUS (BONUS ELIGIBLE)	3	1366	560	1650	1650
	TOTAL COMP. (BONUS ELIGIBLE)	3	40232	36560	38189	38189
	TOTAL COMP. (NON BONUS ELIGIBLE)	5	35032	31160	34000	35000
	TOTAL COMP. (NON BONUS AND BONUS)	8	36982	33000	35780	38189
	TARGET BONUS PERCENT	0	0	0	0	0
$7,000,000-$9,999,999	BASE SALARY (BONUS ELIGIBLE)	2	30000	18000	30000	42000
	BONUS (BONUS ELIGIBLE)	2	3300	1600	3300	5000
	TOTAL COMP. (BONUS ELIGIBLE)	2	33300	23000	33300	43600
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	38233	35000	37967	38133
	TOTAL COMP. (NON BONUS AND BONUS)	6	36589	35000	37967	42000
	TARGET BONUS PERCENT	1	25	25	25	25
OVER $10,000,000	BASE SALARY (BONUS ELIGIBLE)	2	39900	38000	39900	41800
	BONUS (BONUS ELIGIBLE)	2	6800	3600	6800	10000
	TOTAL COMP. (BONUS ELIGIBLE)	2	46700	45400	46700	48000
	TOTAL COMP. (NON BONUS ELIGIBLE)	13	46811	39000	45000	54000
	TOTAL COMP. (NON BONUS AND BONUS)	15	46796	39000	45400	52000
	TARGET BONUS PERCENT	1	10	10	10	10

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: ASSISTANT DIRECTOR-FOOD AND BEVERAGE **********

FOOD AND BEVERAGE REVENUE	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-$499,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
$500,000-$999,999	BASE SALARY (BONUS ELIGIBLE)	1	16000	16000	16000	16000
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	1	12000	12000	12000	12000
	TOTAL COMP. (NON BONUS AND BONUS)	1	12000	12000	12000	12000
	TARGET BONUS PERCENT	0	0	0	0	0
$1,000,000-$2,999,999	BASE SALARY (BONUS ELIGIBLE)	2	17700	10400	17700	25000
	BONUS (BONUS ELIGIBLE)	1	2000	2000	2000	2000
	TOTAL COMP. (BONUS ELIGIBLE)	1	27000	27000	27000	27000
	TOTAL COMP. (NON BONUS ELIGIBLE)	8	17443	11646	19000	20000
	TOTAL COMP. (NON BONUS AND BONUS)	9	18505	11646	20000	20400
	TARGET BONUS PERCENT	1	8	8	8	8
$3,000,000-$4,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	7	21929	21000	23000	24000
	TOTAL COMP. (NON BONUS AND BONUS)	7	21929	21000	23000	24000
	TARGET BONUS PERCENT	0	0	0	0	0
$5,000,000-$6,999,999	BASE SALARY (BONUS ELIGIBLE)	1	20000	20000	20000	20000
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	22624	19500	22748	22900
	TOTAL COMP. (NON BONUS AND BONUS)	4	22624	19500	22748	22900
	TARGET BONUS PERCENT	0	0	0	0	0
$7,000,000-$9,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	23500	21000	22500	23000
	TOTAL COMP. (NON BONUS AND BONUS)	4	23500	21000	22500	23000
	TARGET BONUS PERCENT	0	0	0	0	0
OVER $10,000,000	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	28693	25000	26000	29000
	TOTAL COMP. (NON BONUS AND BONUS)	14	28693	25000	26000	29000
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: EXECUTIVE CHEF **********

FOOD AND BEVERAGE REVENUE	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-$499,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	2	19000	13000	19000	25000
	TOTAL COMP. (NON BONUS AND BONUS)	2	19000	13000	19000	25000
	TARGET BONUS PERCENT	0	0	0	0	0
$500,000-$999,999	BASE SALARY (BONUS ELIGIBLE)	4	24250	22000	24500	25000
	BONUS (BONUS ELIGIBLE)	2	435	370	435	500
	TOTAL COMP. (BONUS ELIGIBLE)	2	24085	22500	24085	25670
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	23055	17420	22700	23400
	TOTAL COMP. (NON BONUS AND BONUS)	6	23398	22000	22950	25670
	TARGET BONUS PERCENT	0	0	0	0	0
$1,000,000-$2,999,999	BASE SALARY (BONUS ELIGIBLE)	12	26589	23300	27500	29500
	BONUS (BONUS ELIGIBLE)	10	1430	700	1630	2200
	TOTAL COMP. (BONUS ELIGIBLE)	10	29348	28250	30100	33000
	TOTAL COMP. (NON BONUS ELIGIBLE)	29	27435	22308	28000	30000
	TOTAL COMP. (NON BONUS AND BONUS)	39	27925	23500	28500	30200
	TARGET BONUS PERCENT	1	11	11	11	11
$3,000,000-$4,999,999	BASE SALARY (BONUS ELIGIBLE)	13	30637	27000	31000	33000
	BONUS (BONUS ELIGIBLE)	13	1717	577	1407	2100
	TOTAL COMP. (BONUS ELIGIBLE)	13	32354	29076	31577	34764
	TOTAL COMP. (NON BONUS ELIGIBLE)	17	33841	28600	35000	36300
	TOTAL COMP. (NON BONUS AND BONUS)	30	33197	29407	33600	36000
	TARGET BONUS PERCENT	0	0	0	0	0
$5,000,000-$6,999,999	BASE SALARY (BONUS ELIGIBLE)	7	36180	31000	36960	38000
	BONUS (BONUS ELIGIBLE)	6	1235	960	1160	1440
	TOTAL COMP. (BONUS ELIGIBLE)	6	38279	31192	38620	42640
	TOTAL COMP. (NON BONUS ELIGIBLE)	6	35389	32000	35998	38340
	TOTAL COMP. (NON BONUS AND BONUS)	12	36834	31192	38140	38960
	TARGET BONUS PERCENT	0	0	0	0	0
$7,000,000-$9,999,999	BASE SALARY (BONUS ELIGIBLE)	5	35600	16000	40000	40000
	BONUS (BONUS ELIGIBLE)	5	2256	0	2680	3000
	TOTAL COMP. (BONUS ELIGIBLE)	5	37856	19000	42100	43500
	TOTAL COMP. (NON BONUS ELIGIBLE)	7	36286	33000	37500	40000
	TOTAL COMP. (NON BONUS AND BONUS)	12	36940	31600	38750	42100
	TARGET BONUS PERCENT	1	25	25	25	25
OVER $10,000,000	BASE SALARY (BONUS ELIGIBLE)	6	49217	44000	49000	55000
	BONUS (BONUS ELIGIBLE)	6	2470	1500	2730	3100
	TOTAL COMP. (BONUS ELIGIBLE)	6	51687	46500	51640	56440
	TOTAL COMP. (NON BONUS ELIGIBLE)	14	45577	41500	45100	50000
	TOTAL COMP. (NON BONUS AND BONUS)	20	47410	42000	46150	51000
	TARGET BONUS PERCENT	1	10	10	10	10

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: RESTAURANT MANAGER **********

FOOD AND BEVERAGE REVENUE	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-$499,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
$500,000-$999,999	BASE SALARY (BONUS ELIGIBLE)	3	17000	16000	16500	16500
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
$1,000,000-$2,999,999	BASE SALARY (BONUS ELIGIBLE)	4	13675	12000	13700	14400
	BONUS (BONUS ELIGIBLE)	3	1333	0	2000	2000
	TOTAL COMP. (BONUS ELIGIBLE)	3	15233	12000	16400	16400
	TOTAL COMP. (NON BONUS ELIGIBLE)	6	16320	12213	15600	18000
	TOTAL COMP. (NON BONUS AND BONUS)	9	15958	12000	16400	17300
	TARGET BONUS PERCENT	0	0	0	0	0
$3,000,000-$4,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	6	23878	17000	23945	30640
	TOTAL COMP. (NON BONUS AND BONUS)	6	23878	17000	23945	30640
	TARGET BONUS PERCENT	0	0	0	0	0
$5,000,000-$6,999,999	BASE SALARY (BONUS ELIGIBLE)	1	15000	15000	15000	15000
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	5	20410	18696	20400	21216
	TOTAL COMP. (NON BONUS AND BONUS)	5	20410	18696	20400	21216
	TARGET BONUS PERCENT	0	0	0	0	0
$7,000,000-$9,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	4	24548	21500	23445	24000
	TOTAL COMP. (NON BONUS AND BONUS)	4	24548	21500	23445	24000
	TARGET BONUS PERCENT	0	0	0	0	0
OVER $10,000,000	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	11	26033	21414	25062	30000
	TOTAL COMP. (NON BONUS AND BONUS)	11	26033	21414	25062	30000
	TARGET BONUS PERCENT	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

SALARY AND BENEFIT ANALYSIS: PREPARED BY PEAT,MARWICK,MITCHELL & CO., OCTOBER,1983

********** POSITION: PURCHASING DIRECTOR **********

FOOD AND BEVERAGE REVENUE	TYPE OF COMPENSATION	NUMBER OF CASES	AVERAGE	25 TH PERCENTILE	MEDIAN	75 TH PERCENTILE
0-$499,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS AND BONUS)	0	0	0	0	0
	TARGET BONUS PERCENT	0	0	0	0	0
$500,000-$999,999	BASE SALARY (BONUS ELIGIBLE)	1	14000	14000	14000	14000
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	1	15000	15000	15000	15000
	TOTAL COMP. (NON BONUS AND BONUS)	1	15000	15000	15000	15000
	TARGET BONUS PERCENT	0	0	0	0	0
$1,000,000-$2,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	17	17880	14500	17478	19800
	TOTAL COMP. (NON BONUS AND BONUS)	17	17880	14500	17478	19800
	TARGET BONUS PERCENT	0	0	0	0	0
$3,000,000-$4,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	13	21108	17000	20000	23800
	TOTAL COMP. (NON BONUS AND BONUS)	13	21108	17000	20000	23800
	TARGET BONUS PERCENT	0	0	0	0	0
$5,000,000-$6,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	3	18083	13250	18000	18000
	TOTAL COMP. (NON BONUS AND BONUS)	3	18083	13250	18000	18000
	TARGET BONUS PERCENT	0	0	0	0	0
$7,000,000-$9,999,999	BASE SALARY (BONUS ELIGIBLE)	0	0	0	0	0
	BONUS (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (BONUS ELIGIBLE)	0	0	0	0	0
	TOTAL COMP. (NON BONUS ELIGIBLE)	5	20596	17040	21840	22500
	TOTAL COMP. (NON BONUS AND BONUS)	5	20596	17040	21840	22500
	TARGET BONUS PERCENT	0	0	0	0	0
OVER $10,000,000	BASE SALARY (BONUS ELIGIBLE)	1	21372	21372	21372	21372
	BONUS (BONUS ELIGIBLE)	1	2000	2000	2000	2000
	TOTAL COMP. (BONUS ELIGIBLE)	1	23372	23372	23372	23372
	TOTAL COMP. (NON BONUS ELIGIBLE)	10	28348	24000	26810	30500
	TOTAL COMP. (NON BONUS AND BONUS)	11	27895	23372	25620	30000
	TARGET BONUS PERCENT	1	10	10	10	10

CONTRIBUTIONS AS A PERCENTAGE OF PAYROLL

Health and Life Insurance

There is considerable variance in the level of employer contributions for health and life insurance coverage among the thirty-five companies which participated in the benefits survey.(1) This variance ranges from .0025% to 12% of payroll.

Seven companies issue an Employee Benefit Statement, while nine others anticipate doing so. Twenty-six employers indicated that they do not issue such statements.

Pension Plan

Seven companies indicate their contributions to pension plans, as a percent of payroll, range from 0% to 6%.

Profit-Sharing or Thrift Plan

Two reporting companies provide thrift savings plans which allow employee contributions through payroll deductions.

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(1) Although 35 companies participated in the Benefit Survey, responses do not necessarily total 35 since respondents did not answer all questions.

LIFE INSURANCE SUMMARY

The general pattern among companies is to either relate the amount of death benefits to a multiple of annual earnings or to pay a fixed amount (e.g., $10,000 per person). Among those companies, relating death benefits to earnings the multiple ranges from 90% of annual salary to three times earnings. Seven companies offer a flat rate benefit of from $5,000 to $50,000. Three companies offer a flat rate based on salary level.

Most plans provide a maximum benefit, regardless of the multiple. The maximums range between $3 thousand and $75 thousand for non-contributory plans. The two responding companies with a contributory plan offer maximum benefits of $10,000 and $25,000.

Six of the reporting companies maintain a plan based on a combination of contributory and non-contributory coverages, while twelve report "non-contributory-only" plans. Employee contributions range from .25 to .55 cents per $1,000 of coverage. One of the reporting companies has a "contributory-only" plan.

LIFE INSURANCE - TYPICAL RESPONSES(1)

Benefit Formula	Monthly Employee Contribution Per $1000 of Coverage	Maximum Coverage	
		Contributory Plans	Non-Contributory Plans
1 x salary	$.00	-	$50,000
1 x salary	$.00	-	$50,000
1 x salary	$.00	$ 50,000	$50,000
1 x salary	$.00	-	$75,000
2 x salary, combination	$.35	$100,000	$2,000

(1) The response for a single company is best understood on each table by reading horizontally, across the table, all entries under the vertical columns.

ACCIDENTAL DEATH AND DISMEMBERMENT INSURANCE - TYPICAL RESPONSES

Benefit Formula	Maximum Benefit
2 x salary	$ 25,000
1 x salary	$ 50,000
2 x life insurance	$ 80,000
2 x salary	$100,000

HOSPITAL AND MEDICAL INSURANCE

Contributions

One company requires employee contributions for "employee-only" coverage, while thirteen companies require employee contribution for family coverage. Ten companies require contributions for "employee only" and additional contributions for family coverage.

The level of contribution by employees for the basic coverage and the family coverage varies considerably.

Four of the participating companies are self-insured in regard to Hospital and Medical Insurance.

Hospital Room and Board

Eleven companies place no limit on the number of days covered. The amount of their coverage ranges from 80% to 100% of a semi-private room charge. Companies which limit the number of days pay from $35 to 100% of charges for 10 to 365 days.

Diagnostic and Laboratory Maximum Benefits

A wide range exists in payment for diagnostic and laboratory benefits, ranging from $150 to 100% of full costs.

Miscellaneous Hospital Expenses

Seven companies provide for full payment of miscellaneous expenses, six companies provide for 80% of such expenses, one company covers all expenses up to a fixed maximum, two other companies pay 100% to fixed maximum and 80% thereafter, and two companies provide full payment to a fixed maximum.

Surgical Maximums

Eight companies pay all customary charges and five other companies pay a percentage (80%) of usual and customary charges. Four companies pay all customary charges. One company pays 80% of the first $2,500 and 100% thereafter. Two companies provide payment to a fixed maximum. One of these firms pays 80% with an annual maximum of $10,000 and a lifetime maximum of $20,000. The other firm pays 100% of surgical fees up to $250,000.

Major Medical

Maximum benefits vary from $25,000 to unlimited and most plans require a deductible which ranges from $50 to $200 before paying for 70% to 100% of remaining costs.

Twenty-four companies provide benefits on a calendar year basis.

Ten companies coordinate Major Medical benefits with other benefits.

Nine companies made changes in their plans within the past year. Three companies changed carriers, two expanded coverage, two other companies increased their deductible, one company initiated a new plan, and two companies became self-insured.

HOSPITAL AND MEDICAL INSURANCE

ROOM AND BOARD - TYPICAL RESPONSES(1)

Maximum Per Day	Number of Days
100% first $2,000 80% thereafter	No limit
Customary Charges	365
Semi-Private	No limit
80% of Semi-Private	No Limit
Semi-Private	365
Semi-Private	10

MISCELLANEOUS HOSPITAL EXPENSES - TYPICAL RESPONSES

Full payment

$400

80%

Usual and customary expenses

DIAGNOSTIC X-RAY AND LAB MAXIMUM - TYPICAL RESPONSES

$200 Per Calendar Year

80% of cost

Full Payment

80% first $2,500; 100% thereafter

No Maximum

SURGICAL MAXIMUM - TYPICAL RESPONSES

80% of usual and customary charges

80% after deductible

Unlimited

80% of first $2,500; 100% thereafter

Usual and customary charges

MAJOR MEDICAL - TYPICAL RESPONSES(1)

Maximum Payment	Deductible Amount	Co-Insurance %
$500,000 lifetime payment	$200 per person $300 per family	80%
No Maximum	$200	80%
$1500 per calendar year	$100	--
$100,000	$100 person $200 family	Up to 100%
No maximum	$100	--
$1,000,000	$100	80%
$1,000,000	$200	70%
$250,000	$600	--
No Maximum	$100	--
$2,000,000	$ 50	80%

Dental Insurance

This benefit has increased in prevalence over the last few years. Eighteen companies report offering it in some form in 1983. Employee contributions to the various plans range from 0% to 40%.

Maximum benefits in one calendar year are usually limited to from $500, to $2,000. One company has no maximum.

A typical plan covers 50% to 80% of expenses for routine or major care and 80% to 100% of preventive care expenses.

Vision Care Insurance

Four companies indicate that vision care insurance is part of the offered benefit package.

Paid Sick Leave

There are more informal plans reported (26) than formal plans (9).

PAID SICK LEAVE - TYPICAL RESPONSES(1)

SICK LEAVE ELIGIBILITY BY AMOUNT OF SERVICE

1 Year of Service	5 Years of Service	10 Years of Service
1 week	3 weeks	3 weeks
1 weeks	2 weeks	4 weeks
2 weeks	2 weeks	2 weeks
5 days	5 days	5 days

SICK LEAVE ACCUMULATION PROVISIONS - TYPICAL RESPONSES

1/2 day per month, maximum of 5 days per year

1/4 day per month

1/2 day per month

4 hours per month

5 days per year, maximum 3 weeks

Short-Term Disability

Nine companies report short-term disability plans. Most firms provide 60% of salary for lengths of time varying from three months to 12 months. Three companies pay a fixed weekly benefit which ranges from $50 to $150. One other company pays 100% of salary the first month and 50% the following two months.

SHORT-TERM DISABILITY PLANS - TYPICAL REPSONSES(1)

Maximum Benefits	Employee Contribution	Elimination Period	Duration of Benefits
2/3 average wage per 2 week period	-0-	3 days	Until return to work
100% of salary first month 50% of salary months 2 and 3	-0-	--	3 months
60% of salary	-0-	1 week	6 months
60% of salary	-0-	21 days	12 months
$50 per week	-0-	--	26 weeks

Long-Term Disability

Eleven companies report long-term disability plans which provide between 33 1/3% to 70% of earnings. The maximum monthly benefit ranges from $3,000 to $5,000.

Five companies require employee contributions. The initial waiting (elimination) period in all plans ranges from 90 days to one year. The reported plans provide a duration of benefits to age 65, for six months, for 48 months, or for the duration of the disability.

LONG-TERM DISABILITY PLAN - TYPICAL RESPONSES(1)

Maximum Benfits	Employee Contribution For Covered Compensation	Elimination Period	Duration of Benefits
66 2/3% of earnings up to $5,000/year	-0-	26 weeks	--
70% of salary	-0-	6 months	--
60% of earnings	-0-	180 days	--
60% of earnings	-0-	6 months	48 months
60% of earnings	-0-	60 days	To age 65
$5,000	$6/month	180 days	6 months
60% to $1,200, 40% thereafter or maximum $4,000/month	-0-	6 months	Determined by age

PENSIONS

Summary

Six companies have pension plans. Eligibility to participate in pension plans is generally based on length of service. The most common service requirement is one year. One company, however, requires ten years of service for eligibility.

The normal retirement date is age 65 while three of the companies allow early retirement at 55.

Five of the retirement plans provide full vesting after ten years of service. There is also minimum age requirement in four of these companies. Two other companies do not have a length of service requirement but impose a minimum age requirement.

Five of the plans are integrated with Social Security. None of the companies allow additional employee contributions.

PENSION PLAN - TYPICAL RESPONSES

Eligibility		Employee Contribution		Retirement Age		
Service	Age	Basic	Additional	Normal	Early	Compulsory
1 year	24 1/2	-	-	65	55+15 years of service	-
1 year	25	-	-	65	60	70
1 year	25	-	-	65	55+10 years of service	-

FULL VESTING - TYPICAL RESPONSES

Service	Age
10	65
10	59
-	45
10	-

PROFIT-SHARING OR THRIFT SAVINGS PLANS

One reporting company provides a thrift savings plan, and three reporting companies provide profit-sharing plans.

The employee and employer may contribute under the provisions of two of the profit-sharing plans, while the employer contributes under provisions of the other plan. Employee eligibility for the savings and profit-sharing plans is established at one year of service for three of the companies. The fourth company does not have a minimum service requirement but only top management is eligible to participate.

PROFIT-SHARING - TYPICAL RESPONSES(1)

Basic Formula	Employee Contributions	Additional Contributions Allowed	Eligibility Service	Eligibility Age	Fully Vested
Profit Sharing Plans					
Based on sales and performance	-	No	1 year	-	-
Company contributes $.50 for the first year of service, $1 to $1 for 5 years of service, $2 to $1 for 10 years of service, $3 to $1 for 15 years of service	2-12% of gross	No	1 year	20	5 years age 65

POST-RETIREMENT GROUP INSURANCE

Two reporting companies provide post-retirement life insurance.

One reporting company provides post-retirement medical coverage. Contributions from the retired employee are not required for Medical coverage.

PAID VACATIONS

Summary

All vacation policies relate the length of vacation to years of service. The majority of companies provide one week of vacation after one year of service, increasing to two weeks following two years, three weeks after five to ten years of service, and four weeks after ten to twenty years of service.

VACATIONS - TYPICAL RESPONSES

ELIGIBILITY BY AMOUNT OF SERVICE

1 Week Vacation	2 Weeks Vacation	3 Weeks Vacation	4 Weeks Vacation	5 Weeks Vacation
6 months	1 year	4 years	20 years	-
1 year	2 years	5 years	10 years	-
1 year	2 years	5 years	-	-
-	1 year	5 years	15 years	-
-	1 year	5 years	10 years	-
-	1 year	10 years	-	-
1 year	2 years	5 years	10 years	15 years
1 year	2 years	10 years	20 years	-

STOCK PURCHASE PROGRAM

Two companies provide a stock purchase program. Participation is restricted in both companies. In one of these companies only officers may participate,, while in the other kev corporate staff members, hotel managers, and resident managers may participate. Neither of the two companies pay the brokerage fee.

PAID HOLIDAYS

Number of Holidays	Number of Companies
0	2
4	1
5	6
6	9
7	6
8	3
9	2
12	1

Most prevalent holidays: New Year's Day, July 4th, Labor Day, Thanksgiving Day, and Christmas Day. Memorial Day is a paid holiday in eighteen companies; President's Day is celebrated in four conpanies. The employee's birthday is a paid holiday in nine companies.

MILEAGE ALLOWANCE

The most prevalent mileage allowance for use of personal cars for business use is $.20/mile (23 participants). One company pays $.17/mile, one pays $.18/mile, one pays $.19/mile, one pays $.22/mile, one pays $.25/mile, and one pays $.35/mile. These policies apply widely to all company employees at management levels.

Thirteen reporting companies provide company cars, generally for top level management use.

EDUCATIONAL ASSISTANCE

Thirteen companies provide educational assistance to a wide category of employees ranging from no minimum service requirement to 1 year of service.

Tuition and other charges are usually reimbursed for job related courses, and range from 50-100% for tuition and 0-100% for cost of books.

Two companies base the level of tutition reimbursement on the course grade (A=100% reimbursement; B=80% to 90% reimbursement; C=50% reimbursement).

HOUSING

Housing is provided by one company for all employees. Seven companies provide housing for certain employees (e.g., General Manager). One of the companies provides housing when an employee relocates. Six of the companies provide full maintenance and one provides partial maintenance.

TRAVEL AND ENTERTAINMENT

Thirty-three companies provide reimbursement for reasonable and customary business expenses. Formal guidelines exist in two companies. One company has a fixed per diem rate.

Three of the responding companies provide for first class air travel.

MOVING EXPENSES

A formal relocation policy exists for fifteen of the responding companies. Reimbursement is usually provided for expenses of moving household goods, transportation, and temporary living expenses and costs associated with the sale of the home.

Employee relocation service is provided by nine of the responding companies for management level positions. Features vary, but the most prevalent is the actual move to the new location.

BRIEF JOB DESCRIPTIONS

General Manager	Manages through subordinate manager(s) a hotel in line with policies established by the company. Directs all aspects of the hotel's activities.
Resident Manager	Reports to the General Manager and is responsible for supervising all hotel activities with the exception of the food and beverage department.
Front Office Manager	Directly supervises all front office personnel. Responsible for all hotel front office activities. Compiles daily, a revised weekly, monthly and yearly rooms forecast. Controls opening and closing dates. Handles guest complaints, inspects guest accommodations, attends staff and operational meetings, schedules employees work assignments.
Reservations Manager	Reports to Hotel Front Office Manager. Responsible for reservations, operations and coordination of rooms forecast.

Controller	Directly supervises all hotel accounting personnel and all phases of the accounting department. Controls the activities of the restaurant cashiers department, front office cashier, night auditor, payroll department and credit and accounting departments. Responsible for hotel financial statements.
Assistant Controller	Reports to Hotel Controller. Responsible for accounting functions as assigned.
Executive Housekeeper	Supervises all housekeeping personnel such as maids, inspectresses, porters, night cleaners, and window washers. Reviews specifications, determines methods for redecorating rooms. Prepares work schedules and reports. Orders supplies and fabrics.
Chief Engineer	Supervises all mechanics, tradesmen and other engineering maintenance personnel in providing heat, light, and power including repair and maintenance. Purchases operating equipment. Maintains required records and controls. Schedules maintenance work so as not to inconvenience guests. maintains fire-fighting equipment.

Director of Sales/ Marketing	Sales manager supervises a sales force to promote maximum transient, convention group, and banquet business for the hotel. Plans and forecasts advance sales. Develops various sales quotas and prepares sales reports. Responsible for meeting sales goals.
Security Director	Responsible for all aspects of hotel security, protection of hotel facilities, equipment and supplies, guests and employees.
Personnel Director	Responsible for effective staffing, orientation, and training. Responsiblities include benefit program administration, communications programs and labor relations.
Director - Food & Beverage	Reports to the General Manager. Responsible for all food and beverage service within the hotel. Supervises food, banquet and beverage departments through subordinate managers. Responsible for public relations and customer satisfaction. Develops budgets for individual units and has primary responsibility for meeting profit objectives.